

Questions for the Record
Ambassador Philip S. Goldberg
Nominee to be Assistant Secretary for Intelligence and Research
At the Department of State

1. In your testimony you wrote: “As a Charge d’ Affairs and two-time Chief of Mission, I have ensured that intelligence and law enforcement activities were carried out in support of foreign policy and national security objectives.” Please elaborate on this statement, providing examples of these objectives.

In my role as Charge d’affaires in Chile during and after September 11, 2001, I worked closely with agencies in the Country Team to coordinate and advance our work with the Chilean Government on counterterrorism concerns, a key national security objective in the wake of the attacks. In Kosovo and Bolivia, I oversaw the work of agencies at post to ensure that all activities being carried out were fully consistent with our overall goals of support for democratic development and counternarcotics cooperation.

2. How will you ensure that the Bureau of Intelligence and Research (INR) maintains its analytic integrity and independence, both internally, and in response to possible pressure from policymakers? In other words, how will you ensure that INR analysts feel comfortable briefing policymakers on assessments that they do not necessarily want to hear?

The INR culture stresses that written products and oral briefings represent the reasoned analysis of the bureau’s regional and functional experts, the analysts. Bureau management is responsible for ensuring that the analysis is well researched, written and sourced, as well as timely and policy relevant. Management’s role is not to substitute its views for the analysts’ for policy or other purposes. If confirmed, I will seek to reinforce that culture. If needed, I will also stand as a buffer between policymakers and analysts should the former seek to pressure analysts to slant their views for policy purposes.

3. Currently, can INR analysts access reporting from the entire Intelligence Community?

Yes. INR analysts have access to reporting from the entire Intelligence Community.

4. How can the managers and leadership of INR “grade” intelligence analysis? What are your thoughts on how to judge the quality and effectiveness of intelligence analysis produced by INR?

Judging the quality and effectiveness of intelligence analysis can be challenging. A study by Business Executives for National Security (BENS) determined that the private sector doesn’t apply a single method. In an effort to ensure that INR is meeting the needs of policy makers, a group of senior analysts and managers twice a year reviews samples of INR assessments to see how well they adhere to the Intelligence Community Analytic Standards (objectivity, independent of political consideration, timeliness, based on all available sources of intelligence, and exhibits proper standards of analytic tradecraft). The group applies ODNI tradecraft standards, as established by Intelligence Community Directives 203 and 206 to rate the products fair, poor, good or excellent. The last review judged INR’s overall analysis as excellent. INR also surveys policy makers to gauge their satisfaction with INR. Over 90% of those INR surveys consistently report that they are satisfied with the support that INR provides.

5. What role should INR play in recommending the commitment of new resources (e.g. Foreign Service officer deployments, travel budgets, time devoted to collecting and reporting) for the purposes of more overt collection and diplomatic reporting?

It is clear that the Intelligence Community highly values Foreign Service diplomatic reporting. INR cooperates with all elements of the HUMINT enterprise, including the National HUMINT Committee, the National HUMINT Board of Governors, the National HUMINT manager, and the National HUMINT Requirements Tasking Center to ensure that Foreign Service posts and reporting officers know what the HUMINT collection requirements are and contribute to meeting them through conventional Foreign Service reporting.

6. What role should INR play in tasking Foreign Service officers to collect and report on specific issues?

INR details a Senior Foreign Service Officer to the National HUMINT Requirements Tasking Center. Two retired Senior Foreign Service Officers work on the NHRTC staff. INR relays to Foreign Service Officers reporting requirements that the National HUMINT Requirements Tasking Center establishes, as well as ad hoc requests from the Intelligence Community for reporting on specific topics.

7. What role does the Assistant Secretary play in addressing the diplomatic risks of espionage?

INR's Assistant Secretary ensures that intelligence activities support our foreign policy goals. He also ensures that intelligence activities don't undercut our foreign policy goals. He does that by making sure that a deliberate risk/benefit analysis determines that the activity should be conducted. INR's Assistant Secretary also ensures that Chiefs of Mission and State's regional bureaus are aware of all intelligence activities taking place in their countries of responsibility, know their authority over those activities, and understand their responsibility to judge whether the intelligence gains from such activities justify any risk.

8. You wrote in your response to the prehearing questions that you "intend to lead INR first and foremost as a State Department element in the Intelligence Community rather than an intelligence community entity in the State Department." You also noted that you "will ensure that INR fulfills all of its IC obligations." Please describe these IC obligations.

INR has three principal missions in the IC. First, INR produces analysis collaboratively and independently based on information from all sources to inform the thinking of foreign policy makers and add value to their decision making. Second, INR injects the State Department's perspective into intelligence activities to ensure that their benefits outweigh their risks. Third, INR conducts open source activities that benefit Intelligence Community analysts and foreign policy makers, primarily related to global public opinion polling, foreign media analysis, and analytic outreach, for which INR is the Intelligence Community's executive agent.

9. As an analytic office as well as the liaison to Department of State officials and embassy teams, what is the proper role for INR in identifying intelligence gaps, both globally and country and region-specific, and reporting these gaps back to the DNI?

INR participates in multiple intelligence community boards and forums designed to ensure that Intelligence Community collection targets the President's and the foreign policy community's top priorities. These boards and forums generally are chaired by DNI representatives or report in some manner to the DNI.

10. In your view, what is INR's role in setting counterintelligence policy for the Department of State?

Counterintelligence is a top priority for INR and for INR's Assistant Secretary as the Head of the Intelligence Community Element for State. INR's Assistant Secretary coordinates with State Department policy makers and represents the State Department's views and interests in the Intelligence Community as it establishes policies and procedures governing the IC's activities targeting hostile intelligence activities. In addition, INR's Assistant Secretary works closely with the Bureau of Diplomatic Security to ensure that State has in place counterintelligence policies and procedures to prevent hostile intelligence organizations from gathering and collecting intelligence from or against our personnel.

11. If confirmed, how do you plan to enhance counterintelligence security at INR?

If confirmed, I will scrutinize our policies together with Diplomatic Security to ensure that we are taking every reasonable measure to protect sensitive compartmented information. I will also ensure that INR and State are properly postured and organized to identify security vulnerabilities and to close weaknesses that foreign intelligence services could exploit.

12. In response to a question at the December 1, 2009 hearing regarding whether you would agree to provide documents and any other material requested by the committee in order for it to carry out its oversight and

legislative responsibilities, you stated, “To the best of my ability, yes.” Will you please clarify your answer?

If confirmed, I would be firmly committed to providing the Committee with the documents and materials it needs to carry out its essential oversight and legislative responsibilities. However, in some circumstances I may not be the official with sole authority to provide the requested documents. In such cases, INR will work with the Secretary and other controlling officials to satisfy the Committee’s request. If intelligence in INR’s possession is controlled by another element of the Intelligence Community, INR would engage with the IC element to provide the requested information.